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Modernizing the Monroe Doctrine. By CHARLES H. SHERRILL. Boston: Houghton Mifflin Co., 1916. 8vo, pp. xiii+203. \$1.25.

Much literature is being written at present concerning American foreign relations. Much of it is unpractical; more is purely critical; little is actually constructive. Consequently, when a writer of experience presents to his readers a broad constructive policy, which is at the same time tenable, he is heard with more than ordinary interest.

Meriting attention for the above-named qualities are the suggestions of Mr. Sherrill, late minister to Argentine. In this book he attempts a definition of the Monroe Doctrine as it applies to the Western and Eastern hemispheres.

Preliminary to the main thesis, the writer presents an extended discussion concerning the present economic and social conditions existing in South America, in which he indicates how this country may profit economically and politically from the changing conditions. To many persons, especially those interested in foreign trade, this part of the book is most important; it occupies seven chapters and deals with suggestions of a practical nature having to do with trade expansion, domestic legislation, functions of commercial organizations in foreign trade, etc., and, most of all, methods of cultivating friendship and co-operation between North and South America. It is not a "trade-stealing" policy that he utters, but one intended essentially for post-bellum conditions.

The problem of the Monroe Doctrine, as the writer sees it, is three sided, a "pan-American triangle for peace." The base of the triangle, and first in order of importance, is American solidarity, which involves three considerations: first, a better understanding of the meaning of the Doctrine on both continents; secondly, a sharing of the responsibility by the Latin republics; thirdly, the establishment of a conciliation board, patterned after the recent A. B. C. joint mediation plan, for the prevention of wars in the Western hemisphere.

For the second side of the triangle, the writer is concerned with eliminating all cause for friction with Europe. The program is the most sweeping proposed by the writer. Briefly, he would have all European nations abandon unconditionally their ownership of all American colonies. The desideratum is the prevention of any possible extension of a European war to the Western Hemisphere in the form of colonial seizures, a condition not countenanced by the Monroe Doctrine. He proposes that the United States, aided by South American republics, purchase the colonies now held by England, France, and Holland, excepting Canada, which would be left to follow its own course. Many of the colonies are sources of expense to their owners and the price paid would be well received in writing off war debts. He startles the readers at this point by suggesting that, in the colonial barter, we trade the Philippines to Europe as part payment. It would do away with a source of danger to us in time of war and aid in solving the Far East problem. A corollary of this policy involves a

modification or an annulment of the treaties hampering the United States in the canal zone.

The third side of the triangle concerns the Far East. In this zone, argues the writer, we should apply the same doctrine which we preach in the South, namely, absolute non-intervention, and asking of no favor not granted other nations. We should not construe the "open-door" policy in terms of special privilege for the United States; nor should we consider ourselves the natural protector of China. "Such is dangerous nonsense."

To criticize Mr. Sherrill's proposals would involve a discussion of the present situation in its entirety. To many, they represent the *summum bonum* in foreign relations. With the Americas free from European dominance and the Philippine bogey gone, little is left to be desired. One question immediately presents itself, namely, the willingness of European countries to withdraw from America, especially the willingness of England. Another is whether the Philippines would be acceptable as part payment, at the value set by the writer. These questions can be settled only through the channels of diplomacy.

The presentation of the subject-matter is interesting and the style easy; the book, however, gives the impression of having been hastily written, and would be improved by a revision.

A timely and interesting Preface to the book is written by Nicholas Murray Butler.

Experiences in Efficiency. By BENJAMIN A. FRANKLIN. New York: Engineering Magazine Company, 1915. 12mo, pp. xii+167. \$1.00.

This volume is concerned with the problems of scientific management, the aim being to point out by means of specific practical cases how the employer or manager may change high costs into low costs by the adoption of efficiency methods. Most of the chapters previously appeared in the *Engineering Magazine* in a slightly different form. The material, representing a diversity of industries, grew out of the author's varied practical experience.

The treatment really breaks into two parts, the first seven chapters being concerned with the methods of securing labor efficiency, and the remaining chapters with efficiency organization. The following methods are pointed out for securing labor efficiency: (1) time and motion study to determine quantity standards; (2) methods for securing quality workmanship; (3) quality piecework; and (4) gang piecework. The proper incentive must not be lost sight of, and this is the better wages the employer will be able to pay as a result of the labor efficiency to be secured by scientific management. Efficiency of labor founds itself on a state of mind, and the workman must be guaranteed the full and continuous rights of labor. Quality is a matter of systematic insist-